

**Kent State University School of Information KM 60301/80301
Foundations of Knowledge Management Syllabus Spring 2024**

Instructor: Dr. Bill Edgar

Phone: 330-672-2782 (iSchool), 417-766-3953 (Personal)

iSchool Fax: 330-672-7965

Email: WEDGAR2@kent.edu

Online Office Hours: By appointment

COURSE OVERVIEW Course delivery:

Online through Canvas. Asynchronous.

Class start & end dates:

16 Jan-05 May 2024

Course Catalog Description

An introduction to the field of Knowledge Management (KM) with particular attention given to KM practices in various environments such as business, government, the military, non-profits, education, communities and societies. This course will provide students with an understanding of the nature of knowledge, core KM principles, KM processes, the KM life cycle, KM social and technological tools, KM's effects and effectiveness, KM ethics, KM strategy and significant KM issues such as culture, and innovation. Covers principles of collection versus connection as to knowledge.

Course Organization

This 15-week course is 100% online. Materials will be delivered in via Canvas, <https://learn.kent.edu>). The course is divided into weekly modules. Each module will include:

- a. Selected Readings
- b. Narrated Power Point and Video Presentations
- c. Online Discussions
- d. Case Studies or Application Exercises

Student Learning Outcomes

After completing this course, students will develop academic, intellectual, and transferable skills of KM. The students will be able to:

- Define key knowledge management concepts and demonstrate an understanding of the characteristics of knowledge.
- Analyze the role of knowledge in organizations.
- Describe the key steps in the KM life cycle and situate the key concepts and major phases of the KM cycle with the KM frameworks.
- Grasp the functions/capabilities as well as the limitations of different knowledge management tools.
- Explain the major steps involved in developing a KM system.

Required Course Materials

- Becerra-Fernandez, Irma. (2015). *Knowledge Management Systems and Processes*. New York: Routledge. Available on Canvas.
- Other Readings, Available on Canvas
 - Evans, M.M., Dalkir, K., & C. Bidian. (2014). A Holistic View of the Knowledge Life Cycle: The Knowledge Management Cycle (KMC) Model. *Electronic Journal of Knowledge Management*, 12 (2), 85-97
 - Faculty Development and Instructional Design Center. Northern Illinois University. *Howard Gardner's Theory of Multiple Intelligences*, pp 1-12.
 - Fricke, M. (2019). The Knowledge Pyramid: The DIKY Hierarchy. *Knowledge Organization*, 46 (1): 33-46.
 - King, W.R. (2009). Knowledge Management and Organizational Learning. *Annals of Information Systems*, 4.
 - Liebowitz, J. (2016). *Successes and Failures of Knowledge Management*. Cambridge, MA: Morgan Kaufman.
 - Mintzberg, H. (1980). Structure in 5s: Synthesis of the Research on Organizational Design. *Management Science*, 26(3), 322-341.
 - Schein, E. (2010). Chapter 2: Three Levels of Culture. In: *Schein, Organizational Culture and Leadership*: Jossey-Bass.
 - Wenger-Traynor, E., Wegner-Traynor, B. (2015). *Communities of Practice: A Brief Introduction*. Volume V, 1-8.

COURSEWORK REQUIREMENTS

Workload: For each graduate credit hour enrolled, students should anticipate three hours of work outside the class meeting time. In other words, students should anticipate at least nine hours of work outside the class meeting for each class, each week for a full term 15-week course. Courses that meet for a shorter semester period (for example, 5, 7 or 10 weeks) have longer class meetings and require students to adjust their workload per week. Please make sure to plan your schedule accordingly.

Technology Requirements: KM 60301 is a web-based course. The students can access the course material at any time from any devices connected to the Internet. The students need to make sure to install the web browsers that will support the access to Canvas.

Readings: Readings will be provided on Canvas by the instructor, including book chapters and academic journal articles.

Assignment	Due Date	Percentage of Grade
1. 10 Class Participation through BB discussion board (yes, this means you do not have to post all 14 weeks)	Ongoing	20%
2. Final Project Proposal	February 19, 2024	20%
3. Essay	March 4, 2024	20%
4. Final Project Paper	April 22, 2024	35%
5. Final Project Peer Response	May 3, 2024	5%
Total		100

COURSE SCHEDULE:

Week	Topic	Activities	Assignments	Due Date
Module 1 January 16– January 22	Course Overview Management Cycle, Industrial and Knowledge Societies	Edgar Lecture	Discussion 1	January 22
Module 2 January 22 –29	Organizational Strategy, Culture, and Structure	Edgar Lecture Mintzberg, <i>Structure in 5</i> Schein, <i>Three Levels of Culture</i>	Discussion 2	January 29
Module 3 January 29 – February 5	Knowledge	Edgar Lecture <i>KMSP</i> , Chapter 2 Fricke, <i>DIKY, The Knowledge Pyramid</i> Gardner, <i>Frames of Intelligence</i>	Discussion 3	February 5
Module 4 February 5 – February 12	Knowledge Management	Edgar Lecture <i>KMSP</i> , Chapters 1, 3 Recommended: Videos 1 , 2	Discussion 4	February 12

Week	Topic	Activities	Assignments	Due Date
Module 5 February 12 – February 19	KM Cycle and Systems; Overview and Organizational Maturity Models	Edgar Lecture <i>KMSP</i> , Chapter 4 Evans, Holistic View of Knowledge <i>and KM in Life Cycle</i> Recommended: Videos 4 , 6	Discussion 5 Final Project Proposal	February 19
Module 6 February 19-26	KM Cycle and Systems: Knowledge Capture (Creation, Discovery, and Acquisition)	Edgar Lecture <i>KMSP</i> , Chapter 9 Recommended: Videos 8 , 9 , 10	Discussion 6	February 26
Module 7 February 26- March 4	KM Cycle and Systems: Knowledge Formalization (Codification and Organization)	Edgar Lecture <i>KMSP</i> , Chapters 7, 8 Recommended: Videos 11 , 12	Discussion 7 Essay	March 4
Module 8 March 4 – March 11	KM Cycle and Systems: Knowledge Dissemination	Edgar Lecture <i>KMSP</i> , Chapter 8 Recommended: Video 15	Discussion 8	March 11
Module 9 March 11 – March 18	KM Cycle and Systems: Knowledge Application	Edgar Lecture <i>KMSP</i> , Chapter 6	Discussion 9	March 18

Week	Topic	Activities	Assignments	Due Date
Module 10 March 18 – March 25	Organizational Issues: KM Impacts, Organizational Change and Learning	Edgar Lecture <i>KMSP</i> , Chapter 5 King, <i>KM and Organizational Learning</i> Recommended: Video 39	Discussion 10	March 25
Spring Break 3/24-3/31				
Module 11 April 1-April 8	Organizational Issues: KM, Organizational Processes, and Knowledge Communities	Edgar Lecture Wenger-Traynor, <i>Communities of Practice: A Brief Introduction</i>	Discussion 11	April 8
Module 12 April 8-April 15	KM Effectiveness and Evaluation	Edgar Lecture <i>KMSP</i> , Chapter 12 Recommended: Videos 31 , 32	Discussion 12	April 15
Free Week April 15-April 22				
Module 13 April 22-April 29	KM Ethics and Laws	Edgar Lecture <i>KMSP</i> , Chapter 12	Discussion 13 Final Project Paper	April 29
Module 14 April 29 -May 5	Conclusion: Future for KM	Edgar Lecture <i>KMSP</i> , Chapters 11, 13	Discussion 14 Final Project Peer Response	May 5

Week	Topic	Activities	Assignments	Due Date
		<i>Successes and Failures in Knowledge Management</i> , Chapters 2, 5 Recommended: Video 40		

GRADING Final grading will be based on the sum of all graded coursework on a basis of 0-100%. More specifically:

A 95-100 | A- 90-94.99 | B+ 87-89.99 | B 83-86.99 | B- 80-82.99 | C+ 77-79.99 | C 73-76.99 | C- 70- 72.99 D+ 65-69.99 | D 60-64.99 | F <60

Graduate student proficiency:

A = denotes *superior scholarship* **B** = denotes *average performance* **C** = denotes *below average performance* **D** = denotes *far below average performance* **F** = denotes *failure*

A = demonstrate *superior* performance through critical thinking, exemplary products, positive and supportive interactions with colleagues, and sustained active participation across course activities

B = average on all assignments; this graduate standard indicates that the work was *well done*, complete, met stated criteria, represents a strong professional effort, and was turned in on time

C = below average on all assignments; this graduate standard indicates that the work was complete, met stated criteria, represents adequate efforts, and was turned in on time

D = far below average on all assignments; this graduate standard indicates that the work was not complete, represents efforts need to be made to meet stated criteria.

F = failure; this graduate standard indicates that the work failed to meet the stated criteria.

COURSE POLICIES & PROCEDURES

KM 60301 is a web-based course. This course is conducted in an asynchronous distributed model. The students can access the course material at any time from any devices connected to the Internet. The course content is presented online by week following the module dates of the university.

This course will incorporate lectures, discussion of readings, test, and group work. Course materials (e.g., lectures, slides, videos, and other instructional materials) will be delivered to students weekly via Canvas. Course modules will be posted to Canvas by 11:59 PM EST on Mondays. Students should refer to the assignments section and course syllabus for assignment details and important updates.

Communication Policy: Students should log into the course at least 3 times a week *but preferably daily* to check announcements, postings or other information. Students must use their Kent email accounts for all communications related to this course. Please also be certain to include KM 60301 and your first and last name in the subject line of the email (ex: KM 60301, Mary Brown).

The instructor will do his best to reply to emails within 36 hours. Assignments will be graded and returned within 2 weeks. Students will receive an update from the instructors if there will be any delaying reply.

Assignment Submission Policy: Email should be used only for private correspondence in this class. If you have personal questions, issues, or concerns, you should direct them to your instructor via email. Student discussions will be done in the discussion board in Canvas. Report of group work should be submitted via SafeAssign. No assignment submitted via Email will be accepted.

Late Assignments: Assignments are due at 11:59 PM EST on the day indicated. Extensions for late submission will only be granted before the deadline and only in cases of illness or other extenuating circumstances. **Late submission will result in a loss of 5% of the mark per working day.**

I (Incomplete): Assigned at the discretion of the instructor when, due to extraordinary circumstances (for example, hospitalization), a student is prevented from completing the course work on time; requires prior agreement between instructor and student.

Grading Policy: **No extra credit opportunities will be provided unless they are made available to all students in the class.** Inquiries regarding any course grade changes should be directed to the instructor of the course. ***Grade changes will be made only when there is evidence of an error in grading and/or recording of a grade.***

Student Conduct & Netiquette:

The instructor and the students will work together to create a positive, stimulating, and enriching environment for this course. It is important for all members in this course to be respectful to one another. The students should take the responsibilities of completing the weekly assignments in a timely and thorough manner. Please email the instructor if there is any question regarding this course.

NOTE: The instructor reserves the right to remove posts that are not collegial in nature and/or do not meet the Online Student Conduct and Etiquette guidelines listed above.

ASSIGNMENTS & ASSESSMENTS

See separate sheet for Assignments and Assessments

M.L.I.S. PORTFOLIO

M.L.I.S. students with the catalog year of 2016-2017 and beyond are required to complete LIS 60280 Master's Portfolio in Library and Information Science in the last semester of their program. This course will result in the creation of a portfolio that showcases the student's work from the courses they have taken at iSchool and aligns them with program learning outcomes and professional standards. As you complete this course, consider your assignments to see if they help you demonstrate any of the following M.L.I.S. program learning outcomes. If so, the assignment will be one that you will want to include in the creation of your portfolio class.

Graduates of this program will be able to:

1. Apply the field's foundational theories, principles, values, ethics and skills to everyday practice. 2. Critique and synthesize research and identify appropriate research methodologies to solve problems in the field. 3. Analyze and engage in the changing cultural, educational and social roles and responsibilities of librarians/information professionals and the environments they work in within the global society. 4. Evaluate systems and technologies relevant to a particular information context. 5. Identify needs and connect individuals and communities with information that engages and empowers them.

Option for instructors: In addition, instructors may want to point to a specific assignment they may consider to be a good candidate to address certain program learning outcomes.

STATEMENT ON DIVERSITY & INCLUSION

Kent State University is committed to inclusive and accessible education experiences for all students. University Policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure equal access to course content. Students with disabilities are encouraged to connect with Student Accessibility Services as early as possible to establish accommodations. If you anticipate or experience academic barriers based on a disability (including mental health, chronic medical conditions, or injuries), please let me know immediately.

Student Accessibility Services (SAS) Contact Information: University Library, Suite 100,
Email: sas@kent.edu, Phone: 330-672-3391; VP 330-968-0490, Web: www.kent.edu/sas.

The School of Information (iSchool) at Kent State University believes that being able to recognize and relate to qualities, conditions and group memberships that might be unlike our own contributes first to learning, and then to knowledge. Acceptance flows from a common ground, based on a belief in the acceptance of individuals as human beings. This includes the belief in people's ability to determine who they shall become (self-determination), their protection from injury, affordance of their equality of opportunity (e.g., access to education, healthcare, food, housing and information about their basic rights), protection of their privacy

and well-being, and acknowledgement for their work, through recognition or economic compensation. Acceptance of the person is different from acceptance of their viewpoint/agenda.

We recognize, understand and embrace the differences that define diversity, in whatever form or manner that such diversity presents itself. To us, “inclusion” encompasses acceptance of and respect for each person’s individuality, regardless of that person’s race, age, sexual orientation, gender, size, intellectual acuity, level of knowledge, technological ability, physical ability, ethnicity, country of origin, gender identity, socio-economic status, religious or political beliefs, or affiliations or other ideologies.

The School of Information, therefore, embraces inclusion and affirms it as a core value. Libraries and cultural heritage institutions span nations and cultures and serve populations with diverse backgrounds and needs. The faculty and staff of the School of Information strive to create an inclusive working and learning environment in which similarities and differences are valued and leveraged, diverse perspectives are sought and respected, and, ultimately, information needs of diverse populations are met. We believe and understand that diversity enriches the domain of information by creating opportunities to engage with others in this field that spans cultural and national borders.

We believe in building bridges across our differences in order to foster an inclusive environment of collaboration in which all may participate.

UNIVERSITY AND SCHOOL POLICIES Special Notes for Course Syllabi

(1) REGISTRATION REQUIREMENTS Every class has its own schedule of deadlines and considerations. To **view the add/drop schedule and other important dates** for this class, go to the Students Tools and Courses tab in FlashLine and choose either View or Print Student Schedule. To see the deadlines for this course, click on the CRN or choose the Drop or Add a Course link and click on the green clock next to the course under Registration Deadlines.

(2) TECHNOLOGICAL COMPETENCIES Students must be familiar with basic computer operations (e.g., copying and printing files, moving among directories and subdirectories), logging on to a network, creating and establishing connections to the Internet (i.e.,: modem, Wi-Fi, etc.), using the Internet to access and interact with course software, uploading and downloading files, accessing audio and video course contents and using word processing, presentation, and spreadsheet software programs.

(3) STUDENTS WITH DISABILITIES University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit www.kent.edu/sas for more information on registration procedures).

(4) POLICY ON INCOMPLETE, NF AND SF GRADES. PER THE GRADUATE CATALOG:

IN

The mark IN (Incomplete) may be given to students who—due to extenuating circumstances—are unable to complete the required work between the course withdrawal deadline and the end of classes. The timeline shall be adjusted appropriately for summer sessions and flexibly scheduled courses.

To be eligible, undergraduate students currently must be earning a minimum D grade, and graduate students currently must be earning a minimum C grade. Appropriate documentation is required to support the extenuating circumstance. The student or university-approved designee must initiate the request for the IN mark from the instructor, and it is the responsibility of the student to arrange to make up the incomplete work. Instructors are required to complete and submit an Incomplete Mark Contract to their department chair/school director at the time grades are assigned. This form includes justification for awarding the Incomplete, describes the work to be completed for the course and specifies the grade to be assigned if the work is not completed (default grade). A copy of the Incomplete Mark Contract is provided to the student. The IN mark is not counted in the computation of grade point averages; when the work is completed, an appropriate grade will be assigned based on the instructor's evaluation of the work submitted and a new grade point average computed.

Unless the course is completed or an extension is granted, the IN mark automatically will lapse to the default grade designated on the Incomplete Mark Contract at the earliest of one of the following: (1) the default date designated on the Incomplete Mark Contract; or (2) at the end of one semester for undergraduate courses, at the end of three consecutive terms for graduate courses and after 90 calendar days for College of Podiatric Medicine courses.

NF

The mark NF (Never Attended–Fail) denotes that the student neither attended any class session nor formally withdrew from the course. The NF mark counts as an F grade (zero quality points) in computing grade point averages. In the case of undergraduate courses taken pass/fail, the NF mark will be changed to a Z (fail) grade.

SF

The mark SF (Stopped Attending–Fail) denotes that the student stopped attending the course and did not formally withdraw. The SF mark counts as an F grade (zero quality points) in computing grade point averages and must be accompanied by a date of last attendance in the course. Faculty who cannot determine the exact date of last attendance may use the date of the last academic activity in which students participated. In the case of undergraduate courses taken pass/fail, the SF mark will be changed to a Z (fail) grade.

(5) CHEATING AND PLAGIARISM

Cheating and plagiarism constitute fraudulent misrepresentation for which no credit can be given and for which appropriate sanctions are warranted and will be applied. The university affirms that acts of cheating and plagiarism by students constitute a subversion of the goals of the institution, have no place in the university and are serious offenses to academic goals and objectives, as well as to the rights of fellow students. Both cheating and plagiarism are prohibited and may result in failing the class and ultimately dismissal from the program. One area that many students may not realize as cheating is the following.

"Using a substantial portion of a piece of work previously submitted for another course or program to meet the requirements of the present course or program without notifying the instructor to whom the work is presented." Per university policy 3-01.8, "Plagiarize" means to take and present as one's own a material portion of the ideas or words of another or to present as one's own an idea or work derived from an existing source without full and proper credit to the source of the ideas, words, or works. [For the complete policy and procedure, please visit Kent State Policy # 3-01.8 Administrative policy regarding student cheating and plagiarism.]

(6) ATTENDANCE POLICY

In-person Class Attendance Classes are conducted on the premise that regular attendance is expected. The individual instructor has both the responsibility and the prerogative for managing student attendance. If students anticipate an absence, they should consult with the instructor individually. In the event the absence was due to illness or injury, verification from the medical professional treating the illness or injury should be presented to the instructor.

Online Attendance Policy Online courses are conducted on the premise that regular attendance (students logging into the Canvas learning management system) is expected. The number of logins or length of time students spend in the online course may vary on a daily, weekly, or monthly basis depending on participation requirements listed in the course syllabus. Attendance is therefore measured both by virtual presence in the online course and satisfying the specific criteria for course participation. If students anticipate an absence from the online course due to technical or medical reasons, they should consult with the instructor individually. In the event the absence was due to illness or injury, verification from the medical professional treating the illness or injury should be presented to the instructor.

(7) WITHDRAWAL

Withdrawal from any or all courses is permitted through the 10th week of the semester (or the prorated deadline for flexibly scheduled courses – see schedule course detail). After that time, students are considered to be committed to all remaining courses and must complete them. Students will use FlashFAST via FlashLine to withdraw from one or more courses by the deadline. If students are unable to complete the term because of extreme circumstances that first occur after the deadline, they should consult their college or campus dean's office. Any course withdrawal(s) processed after the second week of the fall or spring semester (or prorated

deadline for summer or flexibly scheduled courses) will appear on the students' academic record with an administrative mark of W. For more information on the W mark, please refer to Grading Policies and Procedures in the University Catalog. Any applicable tuition credit (policy published on the [Office of the Bursar website](#)) is determined by the date the transaction is processed on FlashFAST. Course withdrawal does not negate a student's financial obligation, and students will be held responsible for all balances due to the university.

(8) PREFERRED CITATION STYLE FOR ASSIGNMENTS

The official citation style for iSchool assignments is APA. The required manual is the Publication Manual of the American Psychological Association, 6th ed. (Washington, DC: APA, 2009). Students should refer to this style guide for formatting, structure and design of the written format of papers and assignments where citation is necessary. The Kent State University Library provides a good resource for this style as well: <http://libguides.library.kent.edu/apa>

(9) NOTICE OF MY COPYRIGHT AND INTELLECTUAL PROPERTY RIGHTS.

Any intellectual property displayed or distributed to students during this course (including but not limited to visual aids, notes, quizzes, examinations) by the professor/lecturer/instructor remains the intellectual property of the professor/lecturer/instructor. This means that the student may not distribute, publish or provide such intellectual property to any other person or entity for any reason, commercial or otherwise, without the express written permission of the professor/lecturer/instructor.

(10) STATEMENT ON NONDISCRIMINATION, HARASSMENT AND SEXUAL VIOLENCE POLICIES AND PROCEDURES (from University Counsel):

KSU policy 5-16 prohibits unlawful discrimination and harassment based on race, color, religion, gender, sexual orientation, national origin, ancestry, disability, genetic information, age, military status, or veteran identity. Gender-based discrimination also includes sexual harassment, sexual misconduct, stalking and intimate partner violence. Please report any violation of this policy to the Office of Compliance, Equal Opportunity, and Affirmative Action at 330-672-2038, or aa_eeo@kent.edu.